



**City of San Diego**

# **‘Performance Measures for the Fiscal Year 2013 Proposed Budget’**

**Presentation to the Budget and Finance Committee  
Report No. 11-125**

**Wednesday, October 5, 2011**

# Agenda

- Background
- Overview of Performance Measures for Fiscal Year 2013
- How Performance Measures were Developed – Selection Criteria
- About the City Strategic Plan
- City Strategic Plan – Goals and Objectives
- Department Tactical Plans
- Performance Measures
- How Measures Link to the City Strategic Plan
- Next Steps



# Background

- Report to Council #11-011: 'Performance Measures for the Fiscal Year 2012 Proposed Budget' (1/26/11)
  - The Assistant Chief Operating Officer described the performance measure development process for FY2012 and presented the resulting list of measures to the Budget and Finance Committee
- Report to Council 11-125: 'Performance Measures for the Fiscal Year 2013 Proposed Budget' (10/5/11)
  - Describes the performance measure development process for the FY2013 Proposed Budget
    - Departments will update their existing performance measures using FY2011 actual figures, FY2012 estimates, and FY2013 targets (which will be based on FY2012 estimates)



# Overview of Performance Measures

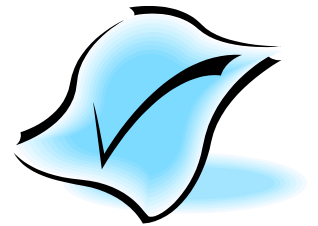
- A total of **167** performance measures were provided by **34** departments and divisions
- Departments will provide FY2011 actual figures and FY2012 estimates as agreed to by the Mayor and the IBA
- These are **interim** performance measures
  - Future strategic plans will include new performance measures, as well as strategic goals, objectives, and initiatives



# Selection Criteria

Performance measures were selected using the following criteria:

1. Alignment with the City's current strategic plan goals and objectives
2. Use of existing measures, wherever possible, as to not overly burden departments
3. Focus on the most critical core functions



**City of San Diego**



# About the City Strategic Plan

The City Strategic Plan was developed by Mayor's leadership team and subject matter experts from across all departments. It was formed using the following sources:

1. FY2010 City Strategic Plan
2. Mayor's eight significant areas of concern (outlined in FY2010 Proposed Budget)
3. Five Year Financial Outlook (for FY2009, 2010 and 2011)
4. Council budget priorities
5. Recommendations made by the Independent Budget Analyst (IBA)
6. Kroll Report recommendations
7. General Plan ('Guiding Principles')
8. Feedback from 'San Diego Speaks'
9. Suggestions from City of San Diego Strategic Plan public input website



**City of San Diego**





# City Strategic Plan - Goals

The City Strategic Plan centers on four main goals:

**Goal 1:** Safe, clean, and liveable city

**Goal 2:** Fiscally-sound, effective city government

**Goal 3:** Sustainable growth and economic prosperity

**Goal 4:** Responsive, committed, and innovative workforce



City of San Diego



# City Strategic Plan - Objectives

Each goal is supported by its underlying objectives:

## ***Goal 1: Safe, clean, and liveable city***

1. Protect the quality of our oceans, bays, rivers, lakes, and groundwater
2. Provide effective public safety
3. Provide safe and effective infrastructure
4. Protect our environmental quality of our city



**City of San Diego**





# Strategic Objectives (continued)

## ***Goal 2: Fiscally-sound, effective city government***

1. Ensure long-term financial viability
2. Foster public trust through an open and ethical government
3. Provide cost-effective, competitive, customer-focused services



**City of San Diego**



# Strategic Objectives (continued)

## ***Goal 3: Sustainable growth and economic prosperity***

1. Plan for smart and coordinated growth
2. Cultivate CleanTech and promote base and emerging sector industries including manufacturing, international trade, and tourism, as well as support the military
3. Develop fiscally-sound civic projects that enhance San Diego's quality of life
4. Enhance water reliability through conservation and development of alternative sources



**City of San Diego**



# Strategic Objectives (continued)

## ***Goal 4: Responsive, committed, and innovative workforce***

1. Continue to support a diverse workforce reflective of, and responsive to, the residents, businesses, and visitors of San Diego
2. Train a skilled, professional workforce
3. Value innovation and entrepreneurship in service delivery



**City of San Diego**



# Department Tactical Plans

***Tactical Plans: Strategic plans at the department level which reflect department priorities. These plans will:***

- Consist of the following components:
  - Mission and vision statements
  - Strategic goals
  - Objectives
  - Initiatives
  - Performance measures and targets
- Be developed once the City Strategic Plan has been updated
  - Department plans will align with the City Strategic Plan
  - All Mayoral departments will undergo a three month development process
    - Will consist of regular working meetings with department directors and their teams
    - Will begin in November 2012
    - Be completed in time for the release of the FY2014 Proposed Budget



# Performance Measures

***Performance Measures: Outcome-oriented indicators that show performance against expectations which:***

- Help the budget reader understand how the department is currently performing
- Will be developed as part of the FY2014 budget process
  - At both the City and department-wide level
- Will include three fiscal years' worth of data:
  - Baseline performance information (previous fiscal year actuals)
  - Performance estimates (current fiscal year estimates)
  - Target performance information (next fiscal year targets)

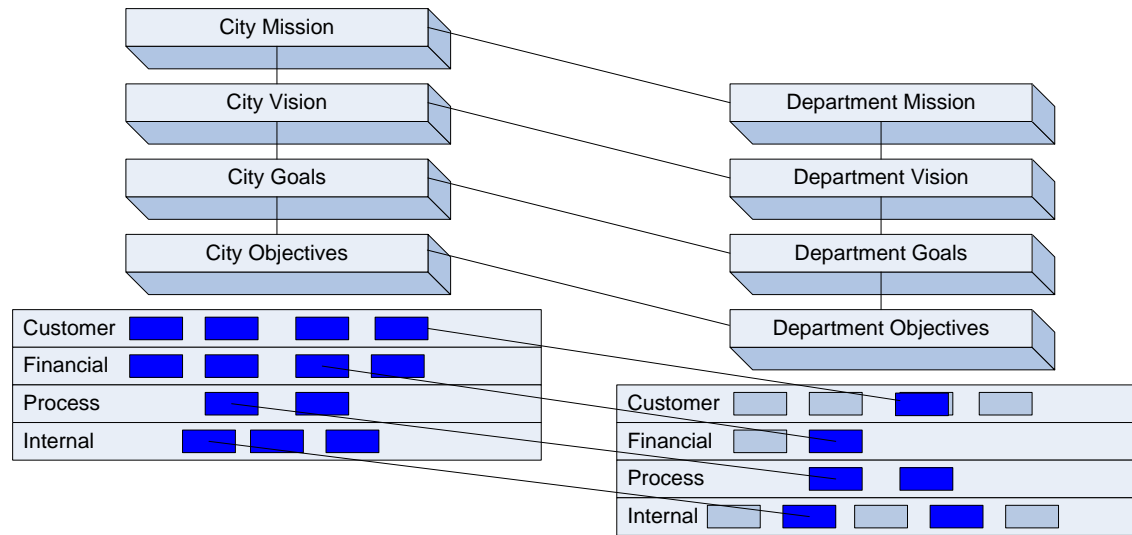


**City of San Diego**



# How Measures Link to the City Strategic Plan

- A Department's strategy, although specific to the department, should support the City's overall plan

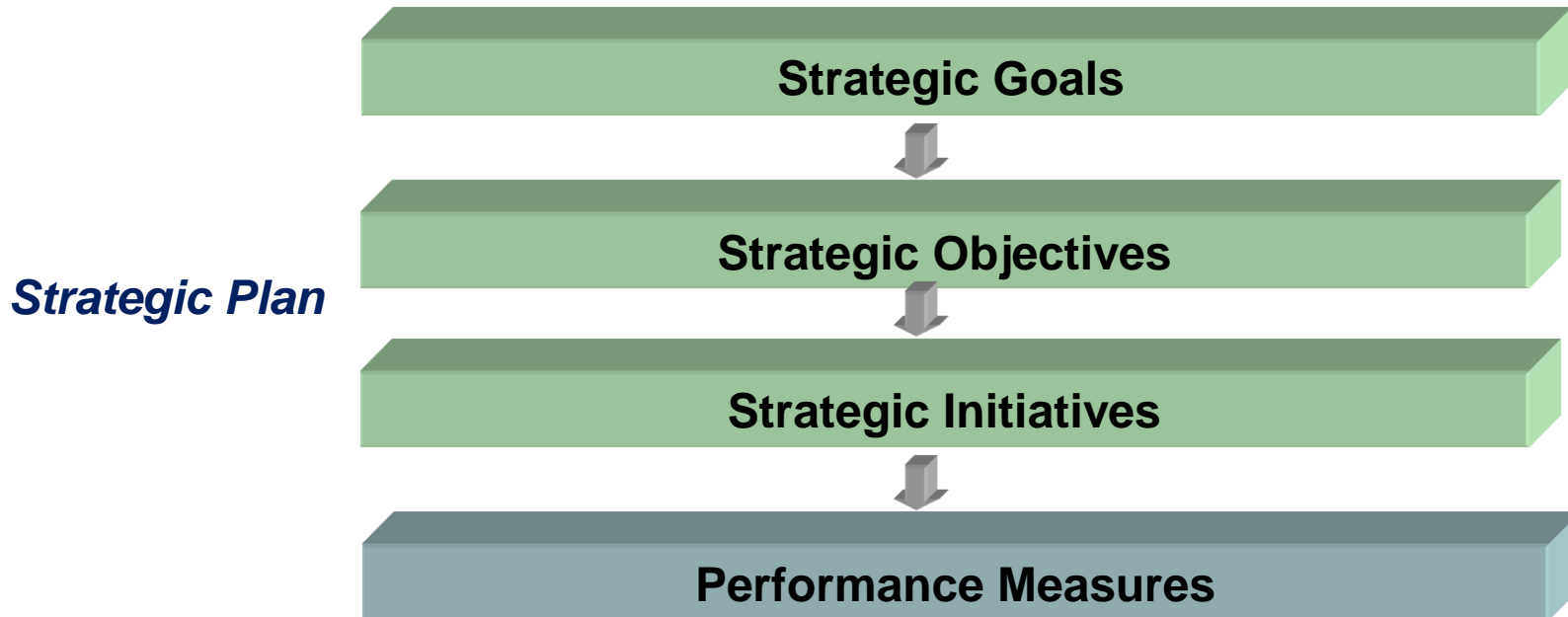


They serve as more 'detailed' plans on how the City will achieve its goals



# How Measures Link to the City Strategic Plan (continued)

- Performance measures are a vital component of department-level strategic plans



They are specific indicators of how well a department is doing



# Next Steps

- **Update of Performance Measures for FY2013 Proposed Budget**
  - Data call (for FY2011 actual figures and FY2012 estimates) will be issued in January 2012
- **Release of FY2013 Proposed Budget (April 2012)**
- **Update of City Strategic Plan (October 2012)**
- **Department Tactical Plan Development Process (November 2012)**
  - Will begin in November 2012 (after FY2013 Annual Budget is adopted)
  - Be completed in time for the release of the FY2014 Proposed Budget



**City of San Diego**



# Questions?



**City of San Diego**

